



## INTRODUCTION

Welcome to Diversity for both European Corporations and European subsidiaries of multinational companies.

What is diversity? Why is it important for your company? Who are the key players? How can you implement it? You will find the answers to these and other questions here ...

- Defining Diversity
- The Business Case
- Vision
- Implementation
- Focus
- Diversity in Action

*On the following pages, this box will show each of the relevant questions and related services offered by European Diversity Research & Consulting.*

Note for the printed version: All of the content has been developed and designed for the purpose to be presented on the Internet. This may cause some texts to appear fragmented or not flowing when read off-line. Please refer to our website on the Internet whenever possible: [www.european-diversity.com](http://www.european-diversity.com)

## 1. DEFINING DIVERSITY

**Diversity has different meanings to different people and different companies**

How are people's differences experienced in your company? See for yourself:

- Individual Perspectives
- Organisational Perspectives
- The diversity of Diversity

*European Diversity Research & Consulting explores the various concepts of diversity and examines the advantages and disadvantages of each for your company.*

### 1.1. Individual Perspectives

#### PHENOMENON "DIVERSITY"

Diversity describes the reality that people are in many ways different – and in some ways similar. ("diversity")

#### ATTITUDE "OPEN-MINDEDNESS"

Diversity embodies our attitude towards otherness and our awareness of the impact that being different has on our daily interactions. ("valuing diversity")

*How do you experience diversity? What influence does the uniqueness of individuals have on the way you deal with clients and colleagues?*

### 1.2. Organisational Perspectives

#### TOOL "DIVERSITY MANAGEMENT"

The management of diversity encourages us to acknowledge both internally and in action the differences we see. Managing diversity also helps us - as individuals and companies - to use such differences in a way that will increase corporate success. ("managing diversity")

#### GUIDING PRINCIPLE "DIVERSITY & INCLUSION"

Diversity encourages the complete and consistent integration of differences into your company's day-to-day business. The uniqueness of every stakeholder is highly valued in all areas of the company.

*We help you to develop a Diversity model that best suits your company.*

### 1.3. The diversity of Diversity

#### CORE DIMENSIONS

There are six universally relevant and fundamental factors that people generally cannot change about themselves: ability/disability, age, ethnicity, gender, religious beliefs and sexual orientation. These make up the core dimensions of any diversity initiative.

#### ADDITIONAL DIMENSIONS

Your company needs to decide the importance it will give to additional diversity factors. Effective categories are: Organisation, Market & Consumption, Work & Employment and Personal & Lifestyle.

*We help you to identify the central issues and taboos, which need resolving in order to increase your success.*

## 2. THE BUSINESS CASE

### Diversity is of vital importance to the entire economy

The issue “diversity and individuality” is the central challenge facing companies now and in the future. Our “business case” for managing diversity (Diversity) has three levels:

- Diversity is a Key Issue
- Diversity is a Necessity
- Diversity is Beneficial

You will find our European business case presentation here to Download ([www.mist.de/download/Diversity-BusinessCase-EN.pdf](http://www.mist.de/download/Diversity-BusinessCase-EN.pdf))

*European Diversity Research & Consulting helps you develop a business case tailored to your company, taking into account your current situation and priorities.*

### 2.1. Diversity is a Key Issue

The dominant issues in today’s economy are also issues of diversity: European integration, globalisation, organisational change and complexity, corporate alliances and M&A, the focus on shareholder value (pressure on costs and productivity) as well as increased competition and the challenge of market differentiation – all of these issues are affected by people’s differences and the need to respond to them as individuals. What strategic importance does Diversity have for you?

*How relevant is Diversity to your core business? How much attention is already paid to “diversity and Individuality” in your company? What aspects are missing?*

### 2.2. Diversity is a Necessity

#### LEGAL TRENDS

Based on Article 13 of the so-called Amsterdam Treaty, the EU has adopted three comprehensive directives to combat discrimination on the ground of each of the six core dimensions of Diversity. These directives are being implemented by all 25 EU member states and provide a clear framework for employers.

### DEMOGRAPHIC TRENDS

People's differences have already left their mark on the labour and consumer markets – more than we realise at first glance. The diversity of generations, cultures and inter-gender relations continue to increase.

### CULTURAL TRENDS

Values, attitudes, life styles and communication are influenced by – and influencing – an atmosphere of increasing open-mindedness and individuality. To what extent does your company take advantage of these and other trends?

*European Diversity Research & Consulting provides you with data and analyses of relevant changes and help you calculate the potential damage of ignoring these trends.*

## **2.3. Diversity is Beneficial**

### EXTERNAL BENEFITS

Managing diversity increases market share and customer intimacy. It improves stock performance and public image. Diversity also helps a company be more competitive in the labour market.

### INTERNAL BENEFITS

Diversity increases quantitative and qualitative productivity and decreases turnover and absenteeism. Cooperation within a company improves noticeably. Organisational changes are made more smoothly.

*Which concrete benefits does Diversity offer your company? How can diversity-inspired changes be made to pay off?*

### 3. VISION

#### Diversity describes the future of work – and the work of the future

Companies need to be successful in this future, as it is the only one there will be ...

- Diverse Stakeholders
- Productive Work Environment
- Apparent to All
- An Obsolete Issue

*European Diversity Research & Consulting helps you develop set goals for your Diversity work, building upon your business case and focusing on your core business.*

#### 3.1. Diverse Stakeholders

Diversity aims at:

- employing a diverse workforce
- offering a diverse client base the best products and services
- increasing shareholders' trust in the company
- reflecting the diversity of external communities

Successful companies are as diverse as their stakeholders.

*What is the current level of diversity in your company? Which baseline should be used to measure your success? Which Diversity goals are realistic for your company?*

#### 3.2. Productive Work Environment

##### Diversity is about your corporate culture, not a means to an end

Diversity is only successful when all people involved truly value individuality and interact with dignity and respect. Diversity creates an environment in which all differences are actively used as potential success factors. Effective Diversity initiatives include flexible careers, a more positive attitude towards organisational change and tools to allow for better work-life balance. Outstanding companies are committed to a productive culture.

*What work environment does your company strive to achieve?  
How do you optimise the productivity of your business?*

### 3.3. Apparent to All

Diversity is an integral part of corporate identity, values and brand. Proactive Diversity efforts help a company differentiate itself. Diversity fine tunes corporate values, HR principles and brands and orients them toward the future. Clients, shareholders, employees and the community appreciate this. Leading companies distinguish themselves through Diversity.

*How can Diversity be embedded into the foundation of your company? How can it be made known to all of your stakeholders?*

### 3.4. An Obsolete Issue

Diversity makes itself obsolete. Once the essential Diversity goals are reached no more concrete work on “diversity and individuality” will be required. All that will be needed is the maintenance of a well-established culture of mutual respect and inclusion. The best always lead the way.

*Don't worry. Diversity does not require any yearly updates or new releases. Our support is effective and concentrates on the essentials.*

## 4. IMPLEMENTATION

**Our economy is strongly influenced by the norms of the prevalent monocultures within our society. What fundamental changes does Diversity require?**

The complexity of the Diversity approach calls for balanced, carefully thought-out steps coupled with a long-term vision.

- Diversity Means Thinking Outside the Box
- Strategic Approach
- The Building Blocks

The implementation of Diversity involves two interlocking processes:

- Introducing Diversity
- Mainstreaming

The Diversity change process can take up to five or eight years. Avoidable mistakes cause major set-backs to this process.

*European Diversity Research & Consulting specialises in the development of an integral, comprehensive Diversity approach for each client. In particular your implementation planning will benefit from our know-how.*

### 4.1. Diversity Means Thinking Outside the Box

The first step is the hardest. How difficult is it to accept the fact that the very systems that made us successful no longer do? Diversity has already changed the economy and will play an even larger role in the future. We need to see this development as an opportunity ... and commit ourselves to the necessary changes.

*With us at your side it is easier for you to tap into Diversity's potential. And to see that your company also has room to improve.*

## 4.2. Strategic Approach

Change can be learned. Diversity needs allies and promoters. And a solid business case that inspires change. The established starting point and the end goal determine the change process. Diversity's implementation strategy encompasses all steps in between. An integrated, well-connected Diversity team and a valid system for measuring success provide the necessary framework.

*How do you manage change in your corporate culture? What focus on "diversity and individuality" already exists in your approach?*

## 4.3. The Building Blocks

The implementation of Diversity involves two interlocking processes. The first process, introducing Diversity, brings this new issue into an organisation and thereby raises awareness and triggers change. Mainstreaming Diversity ensures its sustainable integration into all systems. Over time, mainstreaming becomes more and more important as introducing Diversity becomes less relevant.

*Our support ensures that these very different functions are kept separate but at the same time viewed as a whole.*

## 4.4. Introducing Diversity

Diversity is not a project, not a programme and not a flavour of the month. Is your company sceptical of new management principles? The impetus for introducing Diversity must come directly from high-level management, while at the same time involving all levels of the company in a broad, interactive manner. Clear-cut initial measures set the tone, making it clear to all that Diversity is not considered a soft option but rather a strategic necessity.

*European Diversity Research & Consulting advises your company on how to develop a balanced approach towards introducing Diversity. On the right path from the start.*

### TOP-DOWN

Leadership & Business Orientation. Management confers importance to Diversity and serves as an important example within the new culture. Central components of introducing Diversity are balanced score cards, use of existing management models and mechanisms as well as concrete training. Diversity cascades down into all levels the company.

*How do you win over top management? Which of our experiences can help you with top-down implementation?*

### BOTTOM-UP

Involvement and Engagement. Your employees give life to Diversity and spread the new culture. The involvement of the entire staff is therefore imperative. Focus groups, brochures, intranet, working groups and networks provide communication lines with and among employees, facilitating their involvement. Diversity grows from within the company.

*We help set the proper tone for Diversity communication and interaction with your staff, allowing for effective employee involvement.*

## 4.5. Mainstreaming

Wholly Integrating Diversity. The monocultures within a company are products of a long-established system. What type of employee or customer is your company geared towards – consciously or subconsciously? Differentiate content, open up structures, make processes bias-free. Of central importance here are functions that “naturally” focus on people: Human Resource Management as well as Marketing and Corporate Communication.

*We identify potential areas for improvement in your system and help you to restructure them in a flexible and open manner suitable to Diversity.*

### HUMAN RESOURCE MANAGEMENT

Differentiated, All-Inclusive Human Resource Management. Diversity places the individual in the centre of HR work. The application of Diversity to job descriptions, staffing/recruitment measures and performance management ensure that “different-ness” is fostered. Tools for work-life balance make lasting improvements to employee relations.

*How do you ensure that your HR systems are open to diverse individuals and take a bias-free stance towards differences?*

## MARKETING & CORPORATE COMMUNICATION

Differentiated Messages that Reach Everyone. Diversity offers opportunities for improvements in all aspects of marketing, in particular in consumer-oriented communication, which should reflect the diversity of the customer base. Customer and investor relations, sponsoring and - last but not least - internal communication become relevant for all stakeholders.

*Our experience and expertise in marketing and communication make your task easier and improve your results when implementing Diversity.*

## 5. FOCUS

### Each company is unique

There is no single approach to diversity. How diverse are the possible applications of Diversity? We can show you the direct links between Diversity and your corporate objectives. Which aspects of Diversity are already reflected in your current situation?

- Diversity-Related Issues and Challenges
- Industries Reliant on Diversity

*What are the specific challenges that your company and your industry face? How relevant are people's differences?*

### 5.1. Diversity-Related Issues and Challenges

Whenever a company's identity or effectiveness is at stake, Diversity offers a real opportunity for progress.

- Mergers & Acquisitions
- Shareholder- Value
- Personnel Shortages
- Frequent Restructuring
- Difficult Market Differentiation
- Brand Enhancement
- Short Innovation Cycles
- Ageing and Generation Issues
- Absenteeism and Turnover
- Harassment

*We work with you to develop methods linking Diversity to your core issues and addressing key challenges.*

## 5.2. Industries Reliant on Diversity

Wherever diverse markets change rapidly or companies offer products and services that are easily interchangeable, Diversity offers a decisive opportunity for differentiation.

- Financial Services
- Telecommunication & IT
- Automobile
- Consulting
- FMCG, Food and Tobacco
- Transportation and Logistics
- Privatised Companies

*We work with you to develop a profile of your industry and analyse your position in it. How can your company best use Diversity in this environment?*

## 6. DIVERSITY IN ACTION

### Diversity requires the acceptance of complexity

We all, understandably, tend to reduce complex issues to our own personal perspective. By narrowing our view, we run the risk of watering down the essentials of our Diversity approach, thereby reducing its effectiveness. Diversity is not divisible.

*How do you ensure that Diversity embraces all employees? How do you guarantee that all business areas are involved?*

### 6.1. Don't Forget the Fundamentals

Quick fixes and Isolated Solutions hurt Diversity. Guarantee a strategic approach by linking Diversity to your core business and a solid business case. Careful analyses, bias-free objectives as well as comprehensive strategies provide the foundation for concrete measures. The conscious involvement of the right people and the buy-in from internal and external supporters ensures broad acceptance and effective action.

*We place great importance on accompanying you during your first steps. And we contribute to a solid foundation, laying the groundwork for success.*

### 6.2. Common Mistakes

Common mistakes often lead to the failure of Diversity:

- Sole focus on HR
- Focus on single issues such as gender, culture or nationality
- Strong reliance on training
- Purely national approach
- Exclusive orientation on US approach
- Soft language and politically correct expressions
- ...

*What benefits do you get out of our close contact with numerous companies, non-profit organisations and public institutions?*

### 6.3. Factors to Success

- Credible involvement of top-level management
- Inclusion of all business areas
- Multi-dimensional strategies
- Integration of work councils
- Close cooperation between HR and Corporate Communication
- Professional project management with a system for measuring success
- ...

*Our years of experience in Diversity are at your disposal. How can our know-how compliment your own resources and optimise your results?*

### 6.4. Getting Started

Take your first step now:

- Describe your situation to us and receive concrete tips and suggestions. Email us at [office@europeandiversity.com](mailto:office@europeandiversity.com)
- Use our introductory presentations on Diversity (online)
- Visit our About us pages ([www.diversity-consulting.eu](http://www.diversity-consulting.eu))